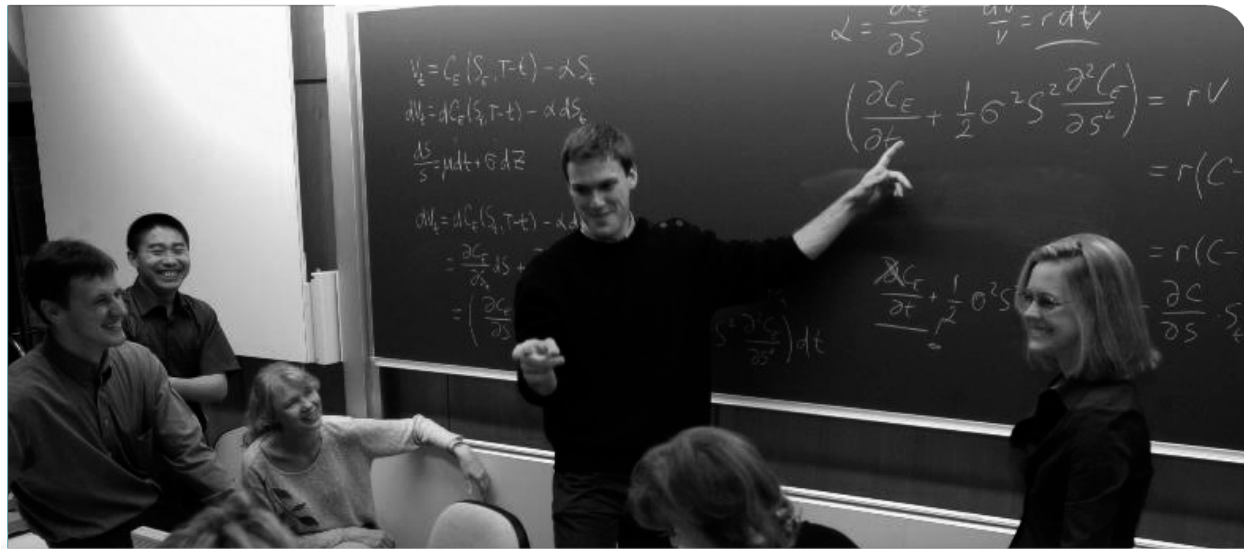




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# Causes, Forms and Consequences of the Professionalization of International Sport Federations in Switzerland: Conceptual Framework and First Results

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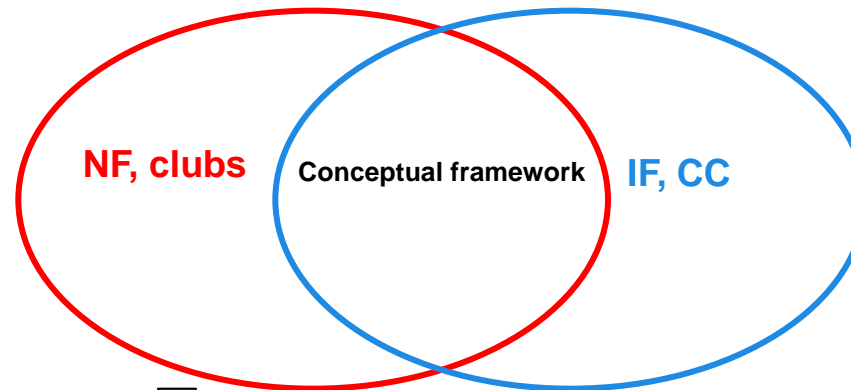
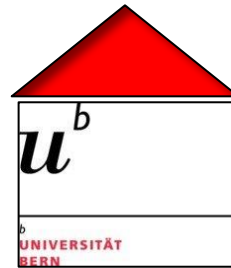
### 3.1. Causes

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### 3.3. Consequences

## 4. Discussion

# 1. CONTEXT - Collaborative project



**Exploratory Study**



**8-10 Case Studies**



**Workshop for Federations**

**Articles**



**Knowledge sharing**





# 1. CONTEXT - Topic, definition and assumptions

- **Topic:**

- Determine the causes, forms and consequences of the professionalization of international sport federations.

- **Definition**

- Professionalization as a process leading towards organizational rationalisation, efficiency and project management. (*Chantelat, 2001, 7*).

## Assumptions

- **The professionalization process leads to**
  - a strengthening of institutional management (*Kikulis, 2000*) and
  - the implementation of efficiency-based management instruments.

# 1. CONTEXT - IFs in Switzerland

## Canton of Vaud:

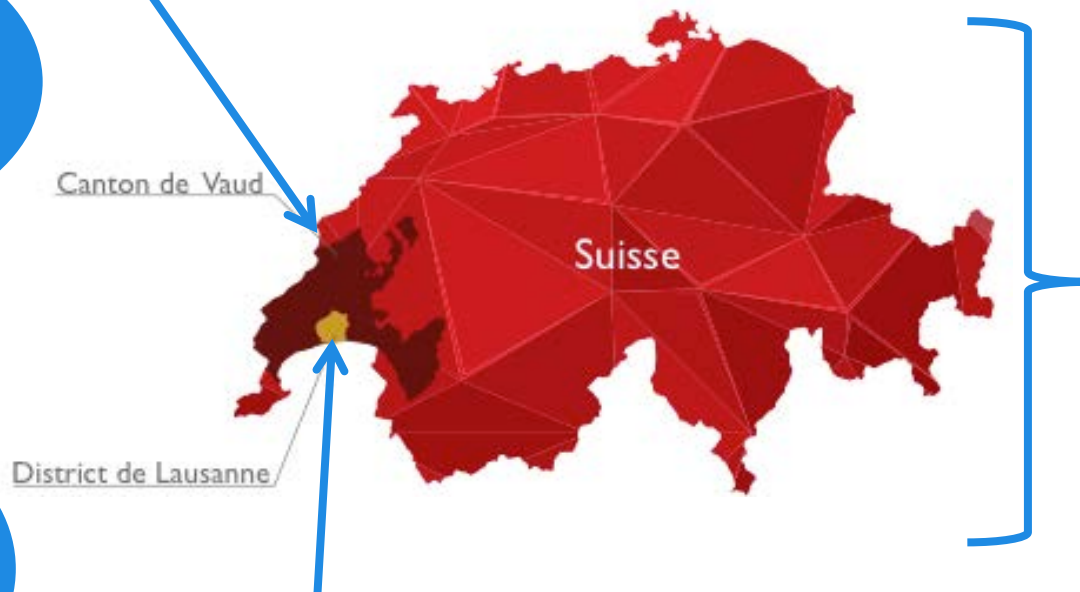
27 international sport federations

## Olympic Movement:

more than  $\frac{3}{4}$  of the all Olympic IFs + the IOC are based in Switzerland

Network of similar and specialised organisations (Michaël Mrkonjic, 2014)

Advantageous legal frame: simplicity, easiness and liberalism (Pieth, 2014)



## Switzerland:

35 international sport federations

## Lausanne:

22 international sport federations



# 1. CONTEXT - IFs yesterday and today

## IFs in the past

**Regulatory power**

**Volunteer run associations**

*(Chelladurai, 1987)*

**Factors of success:**  
devoted people who have time and the necessary technical and/or management skills  
*(Cornforth, 2001)*

## IFs today

**Hybrid organisations**

**Associations run by paid staff (operational level) and volunteers (strategic level)**

**New challenges** (legal, ethical, administrative, commercial, new actors)

**Factors of success:**  
capacity of adaptation, competitiveness, financial resources

# 1. CONTEXT- Literature review

## Main focus of studies on professionalization of sport governing bodies according to Dowling (2014)

**YES**

**Occupational professionalization**

(Hall, 1968; Abbott, 1991)

- **In sport clubs**

(Thiel, Mayer & Cachay, 2006)

- **In national federations**

(Seippel, 2002)

**YES**

**Organisational professionalization**

- **Essentially NF and clubs**

(Hoye & Cuskelly, 2007; Kikulis et al., 1992; Slack & Hinings, 1987, 1992; Thibault et al. 1991; Shilbury & Ferkins, 2011; Auld & Godbey, 1998)

**NO**

**Systemic professionalization**

**Studies on governance and management in international sport federations with a systemic approach are lacking**



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## 2. METHODOLOGY and RESEARCH DESIGN

1.

- **Exploratory Study**

- IOC, ASOIF, AIOWF, ARISF, WADA, SportAccord (8 interviews)
- Interviews, document analysis, literature review

**Finished**

2.

- **Pilot Case Studies**

- FIH, FISU, FISA (15 interviews)
- Interviews, document analysis, questionnaire, literature review

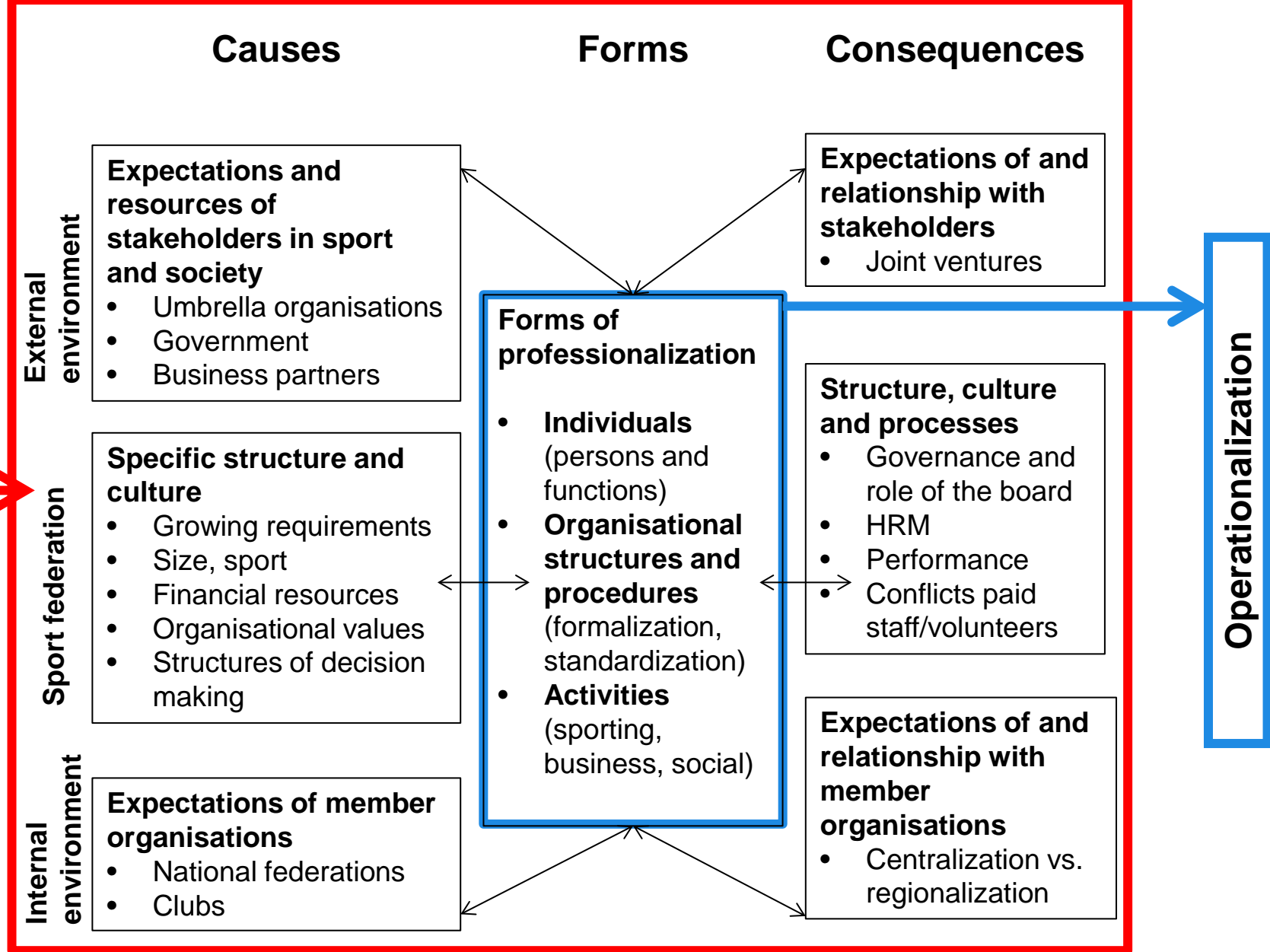
**Finished**

3.

- **Additional Case Studies**

- Interviews, document analysis, questionnaire, literature review

**4-5 to come**



## 2. METHODOLOGY and RESEARCH DESIGN

### Operationalization of forms (levels according to Legay, 2001)

INDIVIDUALS (formalization, HRM)	STRUCTURES/PROCEDURES (centralisation)	ACTIVITIES (diversification)
<b>Elected volunteers:</b> Executive Board members, Commission members	<b>SPORT FEDERATION LEVEL</b>	<b>SPORTING ACTIVITIES</b>
<b>Staff members</b>	<b>INTERNAL LEVEL</b>	<b>BUSINESS ACTIVITIES</b>
<b>Non-elected volunteers:</b> referees, technical officials		
<b>TOPICS</b> Composition, responsibilities, socio-educational background	<b>EXTERNAL LEVEL</b>	<b>SOCIAL ACTIVITIES</b>



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### 3. FIRST RESULTS



#### Fédération Internationale de Hockey (FIH)

- Creation: 1924
- Members: 128
- Staff: 38
- Headquarters: Lausanne
- Status: Summer Olympic sport
- Annual budget: 12 million CHF



#### Fédération Internationale des Sports Universitaires

- Creation: 1949
- Members: 167
- Staff: 41
- Headquarters: Lausanne
- Status: multisport games organiser
- Annual budget: no information



#### Fédération Internationale des Sociétés d'Aviron

- Creation: 1892
- Members: 142
- Staff: 19
- Headquarters: Lausanne
- Status: Summer Olympic sport
- Annual budget: 5 million CHF

# 3.1. CAUSES

## EXTERNAL

- **Evolution of the Olympic Games economy**
  - Olympic revenue share, revenues of broadcasting rights (x 2500 in 48 years)
- **Scandals**
  - Examples: Salt Lake City, Festina, FIFAGate?, IAAF?
- **Power struggles between an IF and one of its members**
  - Example: UEFA/FIFA

## INTERNAL

### FIH

- **Governance changes in 2010 (14 FTE to 38 in 2015)**
  - Clear separation of strategic and operational decisions
  - Creation of the remunerated CEO position

- **Event portfolio:** from sport focussed to event focussed

### FISU

- **Hiring of a paid Secretary General in 2007**

- **Development of the FISU sport portfolio**

- Growing n° of events (WUC 2000: 9 → WUC 2014: 28)
- Organisation rights: 78% of the revenues
- **Growing n° of members:** 1949: 8 → 1979: 68 → 2013: 167

### FISA

- **Olympic revenue 2012 London:** USD 17.5 millions for 4 years
  - 50-60% of the annual revenue
- **Sport portfolio:** globalisation (introduction of light weight categories)



## 3.2. FORMS

### 3.2.1. INDIVIDUALS - GENERAL OBSERVATIONS

#### Composition

- Internationalisation on Executive Board, Commission and staff level

#### Remuneration

- President: compensated volunteers, but remuneration has become a « hot topic »
- Director: paid staff member

#### Formation

- General specialisation at all levels (81% with a university degree), growing number of staff members with a Master degree in sport



## 3.2. FORMS

### 3.2.1. INDIVIDUALS - FIH OBSERVATIONS

	EXECUTIVE BOARD	COMMITTEES	STAFF
TIME SPENT FOR IF	69%: <5 to 10h/week	75%: <5 to 10h/week	41h/week according to Swiss law
PRESENCE AT HEADQUARTERS	86%: only for specific occasions (2-3 meetings/year)	74%: only for specific occasions (2-3 meetings/year)	Full-time
COMPENSATION / SALARY	Expenses paid upon invoice	Expenses paid upon invoice	CEO: salary Staff: salary, Swiss standards
SOCIO-EDUCATIONAL BACKGROUND	<b>Expertise:</b> Dominant sectors: 1. Sport, 2. <b>Business/finances</b> , 3. <b>Law</b>	<b>Expertise:</b> Dominant sectors: 1. Sport, 2. <b>Law</b> 3. <b>Business</b>	<b>Expertise:</b> Many staff members come from outside sport (legal, commercial, marketing experts)
	<b>Formation:</b> 93% have a university degree; majority outside the field of sport	<b>Formation:</b> 74% have a university degree; majority outside the field of sport	<b>Formation:</b> 77% have a university degree, high number of Master degrees in sport
	<b>Career background:</b> 64% are/were amateur athletes	<b>Career background:</b> 61% are/were amateur athletes	<b>Career background:</b> 41% have volunteer experience





## 3.2. FORMS

### 3.2.2. STRUCTURES AND PROCEDURES - FIH, FISU, FISA

	OBSERVATIONS	ANALYSIS
GOVERNANCE	<b>Implementation of management instruments</b> <ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• Financial audit</li> <li>• Staff performance evaluation</li> </ul>	➤ Increased control
	<b>Bypassing of the decision-making body</b> <ul style="list-style-type: none"> <li>• Transfer of more decision-making power to the board</li> </ul>	➤ Accelerate decisions and action
	<b>Limit on presidential terms</b> <ul style="list-style-type: none"> <li>• FISU president: 8 years FIH president: 12 years FISA president: 12 years</li> </ul>	➤ Avoid the establishment of political “dynasties”
STRUCTURES	<b>Increased departmentalisation</b> <ul style="list-style-type: none"> <li>• FISU: 9 (5 new since 2007) FISA: 4 FIH: 5</li> </ul>	➤ Rationalisation
	<b>Increased distinction of functions</b> <ul style="list-style-type: none"> <li>• Director, Head of, Manager, Coordinator, Assistant</li> </ul>	➤ Specialisation
	<b>Clearly defined procedures</b> <ul style="list-style-type: none"> <li>• Bidding processes, event attribution, rule changes, meetings, etc.</li> </ul>	➤ Formalisation



# 3.2. FORMS

## 3.2.3. ACTIVITIES - FIH, FISU, FISA

	FIH	FISU	FISA
SPORTING	<p><b>Development:</b> all levels, all ages</p> <p><b>Control:</b> international events calendar, sport and its variations</p>	<p><b>Development:</b> integration of new sports</p> <p><b>Control:</b> events and their organisation</p>	<p><b>Development:</b> develop rowing world wide</p> <p><b>Control:</b> FISA event programme, World Cup and international Regattas calendar</p> <p><b>Strategy:</b> create new categories (light weight); fan engagement</p> <p><b>Challenges:</b> little visibility, difficulties to embrace change</p>
BUSINESS	<p><b>Main activities:</b> TV, events, commercial partners, diversification</p> <p><b>Rights:</b> mixed model (50/50) between FIH and organisers</p> <p><b>Challenges:</b> monopoly of football, image control, coherence</p> <p><b>Opportunities:</b> sports community, creation of deliberately commercial sport products (short form version sport: Hockeyb)</p>	<p><b>Main activities:</b> event organising rights (78% of the revenues)</p> <p><b>Challenges:</b> growing number of multi-sport events</p>	<p><b>Main activities:</b> TV (very few flagship events), commercial partners</p> <p><b>Challenges:</b> concurrence of others sports; connect more people to rowing</p>
SOCIAL	<p><b>Gender:</b> most gender-balanced team sport (equal billing at international level, equal TV coverage at World Cups)</p> <p><b>Sport for all:</b> international matches at every age group from 35 to 65+; growing numbers at both ends</p>	<p><b>Education:</b> university environment; stimulate scientific research; educational programmes</p> <p><b>Sport for all:</b> International University Sport Festival (first edition 2014)</p>	<p><b>Not a priority</b></p>

## 3.2. FORMS SUMMARY

### Individuals

- Paid and increasingly specialised staff
- Volunteer but compensated president
- Clear job descriptions
- Recruitment procedures, head hunting

### Structures & Procedures

#### 1) Centralised governance in the hands of a strong leader: FISU

- One person in charge of political and operational decisions

#### 2) Separation of powers (political/strategic and an operational level): FIH

- Clear separation in Statutes and reality

#### 3) Tandem President/Director General: FISA

- Decision-making power is shared quasi equally between the two

### Activities

#### Core activity: sporting aspects

- FISA: global development of rowing
- FISU: new sports, rules' laboratory
- FIH: control over events, rules, sport

#### Core activity: business aspects

- FIH: commercial products; innovation
- FISU: events (rights); innovation

#### Core activity: social aspects

- FISU: education, academic research
- FIH: gender, sport for all

### 3.3. CONSEQUENCES

#### Management of IOC dependency

- Diminish the financial dependency
- Adaptation to IOC expectations to stay on the the Olympic programme

#### Management of governance based on core identity and values

- Recruitment of the President and the Director based on implication in the system (network) and their sport profile

#### Management of network qualities

- Challenges: empowerment of members (CAs, NFs), self-sustainability at all levels (CAs, NFs), top-down professionalization

#### Management of internationalisation

- Multicultural staff but same sporting values/spirit, family despite rationalisation processes

#### Pivotal role of Director

- Director: omnipresent, hinge
- President: spokesman, external representation, political role



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## 1. CAUSES

### EXTERNAL

- Olympic revenue share
- Scandals
- Power struggles IF/member(s)

### INTERNAL

- Governance changes
- Events
- Paid Secretary General
- Paid staff

## 2. FORMS

### Structures & Procedures

#### 1) Centralised governance in the hands of a strong leader: FISU

- One person in charge of political and operational decisions

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### Individuals

- Paid and increasingly specialised staff
- Volunteer but compensated president
- Clear job descriptions
- Recruitment procedures, head hunting

## 3. CONSEQUENCES

Management of IOC dependency

Management of governance, core identity and values

Management of the system

Management of internationalisation

Pivotal role of Secretary General



# 4. DISCUSSION

## ATTEMPT OF ESTABLISHING A TYPOLOGY

### Traditional form (FISA)

- IOC revenue dependency (50% or more), small budget
- Sport focus
- Strong values accompanied by a systemic reluctance to change
- Professionalisation at the top (IF), little top-down radiance (CA, NF)
- Weak CAs: little support from and cooperation between IF and CAs

### Transitional form (FIH)

- IOC revenue dependency (<50%) + increasing diversification of activities
- Event focus + creation of deliberately commercial sport products
- Strong values but also innovative and creative
- Empowerment of CAs: integrated bodies of the IF, close cooperation, CAs support their NFs with means and support from the IF

### Independent form (FIFA?)

- Complete independence from IOC revenue and the Olympic system + important incomes from broadcasting and sponsoring
- Event focus + economy and community around the sport
- More subject to scandals (corruption, betting, doping)
- Strong and powerful CAs



# 4. DISCUSSION

## 4.2. LIMITS AND FUTURE PERSPECTIVES

### LIMITS

- Interviews essentially with people from the headquarters
- Limited access to internal documents
- No direct contact with the Continental Associations

### FUTURE PERSPECTIVES

- Try to contact at least one continental member per IF in the following case studies





# THANK YOU VERY MUCH FOR YOUR ATTENTION

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